Purpose With Impact Holding the long view

- Shelly Hossain
- Global Learning
- Roffey Park Institute
- 29 October 2025





Purpose 1

 Purpose driven organisations (business) is one that aspires "to produce profitable solutions to the problems of people and planet, and not to profit from producing problems for people or planet







Purpose 2

- Purpose is about losing yourself –
 in something bigger than you. It is
 about wanting to make a
 difference and do for others- to
 help, to give, to serve.
- It is a legacy you are going to leave behind

Hayley Leibson



Purpose with Impact Leadership Shifts needed

Altruism to Impact

Nation centric to World centric

Short term to Long term

Exclusive to Inclusive

Organisational to Personal

Why to How





Questions for Leaders

- Where are you looking to anticipate change?
- What is the diversity measure of your network?
- Are you courageous enough to abandon the past?





Our Role as OD practitioners in supporting transformation work

- For whom?
- For what ?
- For when?
- Who says?
- How?





Transformation Work, The How



- Multiple streams of work
- Cycles of inquiry
- Working with numerous levels of the system and stakeholders
- Doing group maintenance and task maintenance work
- Designing clean purposeful interventions that are developmental and being ready for what emerges
- Connection before content
- Building trust to have different conversations

S . Hossain

Having different conversation

 Drawing from wisdom of peoples of the earth to begin a more generative conversation to dream of possibilities for our purpose and transformation





NW – Hungry Learner

- how well does the organisation and its members relate to the world it touches and is touched by?

W - Nurturer

- what is the level of ability of the organisation to sustain its balance and overall wellbeing?

SW - Strict Guide

 what is the state of clarity among members of the purpose and direction of the organisation?

N - Warrior / warrioress

- what is the organisation's ability to access the resources of its membership for use in effective strategy?

Native American
Circle
Diagnostic Q's for an
organisation's purpose/
balance

S - Little Child

- what is the level of alertness and engagement among members in developing the collective power of the group and in surfacing and addressing issues that confront the organisation?

NE - Alchemical / magic

 what is the collective state of vitality of the membership in involvement and also the ability for full expression of all perspectives

E - Magical Child

- what is the level of manifestation of freedom of expression and creativity in the organisation?

SE - Artist / Lover

- what is the degree of agreement, open communication and council dialogue among members?

